

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Dyna-Mix

#### West Virginia Manufacturing Extension Partnership

#### Dyna-Mix Gets Lean

##### Client Profile:

Dyna-Mix, a subsidiary of Rex Hide Industries, is a leading producer of custom rubber compounds. Their customer base includes the automotive, electrical, pharmaceutical, appliance, agriculture, and consumer goods industries. The company prides itself on being a flexible customer driven operation and will work with those customers to ensure they are delivering exactly what the customer desires regarding quality, cost, delivery, technical assistance and product development. The plant is located in Grafton, West Virginia, and serves a nationwide clientele. Dyna-Mix employs 60 people.

##### Situation:

The management team at Dyna-Mix constantly looks for methods to improve productivity, reduce operating cost, improve quality, and improve the working environment for the employees. They strive to identify internal changes that will make them more customer responsive. The addition and enhancement of equipment, implementation of an ISO quality system that led to certification, and the development of in house problem solving teams have demonstrated this effort. In late 2003 the search for constant improvement led Dyna-Mix to the concepts of Lean Manufacturing. Members of the management team attended an open enrollment presentation of the Lean 101 training class and decided this was a tool that would benefit the entire workforce at the plant. In early 2004 the operations manager requested a proposal from the West Virginia Manufacturing Extension Partnership (WVMEP), a NIST MEP network affiliate, to conduct Lean 101 training sessions for the entire workforce at the Grafton facility.

##### Solution:

A WVMEP consultant met with the operations manager, toured the facility, and discussed how to proceed to meet the improvement goals of Dyna-Mix. The two key goals identified were: 1) improving process flexibility and customer response time, and; 2) empowering the workforce to generate and capture improvement ideas. WVMEP suggested a customized lean implementation program that would begin with conducting Lean 101 classes for the workforce, follow with a Value Stream Mapping effort, and then support the Value Stream with additional training and implementation activity as needed. Dyna-Mix approved of the approach and immediately accepted the initial proposal to conduct Lean 101 training for the workforce. The WVMEP conducted seven (7) one-day Lean 101 classes that combined classroom instruction with the hands-on demonstration. During the classes many site specific topics were discussed between the class and the instructors. The company desired some time to allow internal discussion of the concepts prior to moving to the next project, which should begin in early 2005.

##### Results:

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- \* Received lean training for all 110 employees.
- \* Empowered employees to utilize lean concepts in order to analyze and resolve problems.
- \* Improved work flow.
- \* Reduced operating costs.
- \* Achieved a more competitive and profitable position.

### **Testimonial:**

"As a result of the lean training provided by WVMEP, Dyna-Mix was able to take a fresh look at our operations and implement improvements. We feel we have improved the work flow and re-aligned some of our employees to better fit the flow of the process. With these changes, Dyna-Mix has been able to reduce operating costs and stay in the forefront of a very competitive market. Our plans for the next step in this process is implementation of other improvement tools such as mistake proofing and 5S."

Michael Weaver, ISO Coordinator